DOCUMENT RESUME

ED 408 889 HE 030 205

AUTHOR	London, Manuel
TITLE	Achieving Performance Excellence in University Administration. A Team Approach to Organizational Change and Employee Development.
REPORT NO	ISBN-0-275-95246-0
PUB DATE	95
NOTE	272p.
AVAILABLE FROM	Praeger Publishers, 88 Post Road West, Westport, CT 06881 ($59.95).
PUB TYPE	Books (010) -- Collected Works - General (020) -- Reports - Descriptive (141)
EDRS PRICE	Document Not Available from EDRS.
DESCRIPTORS	*Administrative Change; Administrative Policy; Administrative Problems; Change Agents; *Change Strategies; *College Administration; College Presidents; Enrollment Management; Facility Planning; Financial Audits; Financial Policy; Higher Education; Human Resources; Innovation; Institutional Mission; Labor Force Development; *Leadership Qualities; Management by Objectives; *Organizational Change; Participative Decision Making; Policy Formation; *Staff Development; State Universities; Teamwork

ABSTRACT

This book uses the experiences of a large state research university over the past 5 years to illustrate principles to improve administrative efficiency and manage change. In 12 chapters the book examines, provides lists, and gives examples of plans and strategies for dealing with matters such as: (1) change strategies; (2) leadership roles, addressing in detail the roles of the president and the deputy to the president; (3) human resource challenges and issues, including examples of goal-oriented policies and programs; (4) planning and goal-setting, including building a mission, setting objectives, and linking goals and objectives to departmental initiatives; (5) financial, enrollment, and capital facilities planning processes; (6) promotion of organizational effectiveness, including managing for excellence, internal audits, performance management, and the administrative review process; (7) assessing service quality; (8) team building, team building workshops, and team evaluation; (9) human resource development, including a master plan for employee training and development; (10) performance appraisal, evaluation, and feedback; (11) managing problem employees and identifying performance problems; and (12) developing a culture of continuous learning. (Contains 70 references.) (CH)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

THIS
DOCUMENT
NOT
AVAILABLE
FROM

EDRS